



DEPARTMENT OF THE ARMY  
Headquarters, Engineer Brigade, 1<sup>st</sup> Armored Division  
Unit 24141  
APO AE 09169



## COMMAND POLICY

POLICY NUMBER: 6-16	Proponent: AETV-THQ-XO	Date: 1 November 2005
SUBJECT: Command Policy Memorandum, Company Command Prep Program		
REFERENCE: AR-350		
PURPOSE: To layout the Company Command Program Policy		

1. Company Commanders are one of the most critical links in the chain of command. I am committed to preparing every officer for command and setting up the Commander and the unit for success. Command is not a right, it is a privilege, and our Soldiers have a right to the best Company Commanders.
2. Changes of command are a training event. Therefore, we will apply the USAREUR 8-step training model to prepare each incoming Company Commander for success:
  - a. **Plan the Training:** The Brigade Commander, in coordination with the Brigade XO and/or Battalion Commander, will designate Company Commanders in writing. The Company Command slate is based off of several factors: Year Group, arrival date in USAREUR, performance, and potential. The battalion will coordinate actual change of command dates with the Brigade Commander and S-3. The Battalion Commander will develop a plan for completion of the certification requirements and properly post that plan to the training calendar.
  - b. **Teach and Certify Leaders:** Each Company Command designee will attend the 7ATC Commander's Course before assuming command. Commanders will train the designee on the USAREUR 8-step training model. The S4 will brief the designee in detail on the supply status of the company based on the last BCI, inventory shortages, accountability procedures, and excess. Office calls will be conducted with selected engineer brigade, engineer battalion, TF/FSB, and community leaders. The incoming commander will also get range certified at GTA, graduate from the ULLS leader's course, become licensed and ULM certified on any vehicle they "TC". (HMMWV at a minimum).
  - c. **Recon the Training Site:** To familiarize the command designee with the overall company status, he/she will receive the following briefings (as applicable):
    - (1) Training status briefing from the outgoing commander and with the 1SG, CSM, and Battalion S3.
    - (2) Review the safety files with the Battalion/Company safety officer, which includes accident reports and results of all monthly safety inspections.
    - (3) Maintenance status of the company briefed by the outgoing commander with the Battalion Commander or Battalion XO and BMO/BMT.
    - (4) Family Readiness System Management briefing with the Battalion Commander, Battalion



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FRG Leader and Rear Detachment OIC.

- (5) Battalion SOP briefing with the Battalion S3.
- (6) UCFR briefing from the local finance detachment commander.
- (7) Review the repeat offender list and discuss with the local Provost Marshal.
- (8) Read the Engineer Brigade and Battalion Commander's Philosophy of Command and OER Support Forms.
- (9) Read USAREUR, DIV, BDE, and BN Policy Letters.
- (10) Read the DIV, BDE, BN, and TF TACSOP's.
- (11) Read the 1AD Iron Standards Handbook.
- (12) Read the AAR from the unit's last JMRC rotation.
- (13) Read the DIV, EN BDE, and ENGR BN Annual Training Guidance.
- (14) Review the last Brigade and Battalion QTB.
- (15) Read EN BDE/BN crew certification for ACE, AVLB, VOL, MICLIC, and SEE.
- (16) Review last Quarter REUP statistics.
- (17) Review the Battalion maintenance SOP.

d. **Issue a Complete Operation Order:** The outgoing commander will prepare an operations order that synchronizes the inventory schedule with planned training during the inventory. The incoming Commander and the Battalion XO/S3 will review this order.

e. **Rehearse:** As a rehearsal for the COC Inventory, the incoming Commander will review the MTOE, and other authorization documents, supply catalogs, and other references to ensure an understanding of the inventory. Additionally, the incoming Commander will write his or her philosophy of command, and plan initial transition activities. The outgoing commander will rehearse by conducting a complete pre-inventory, at least 30 days prior to the change of command inventory start date. All hand-receipts and shortage annexes will be updated. Missing property will be replaced in accordance with the CSOP standards.

f. **Execute the Training:** The two officers conduct a joint inventory and account for all property. To complete the certification of the incoming Commander, the two officers will conduct a supply accountability out-brief to the Battalion Commander or Brigade XO.

- (1) During the **PRE-INVENTORY BRIEFING (5-10 DAYS PRIOR TO START OF THE ACTUAL COC INVENTORIES)**, the outgoing Commander will brief the Brigade Commander on the inventory schedule, the results of the pre-change of command inventory, and turn-in his/her OER Support Form. The incoming Commander will brief his/her Philosophy of Command and a general discussion on the change of command reception to the Brigade Commander.



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- (2) During the **POST-COC INVENTORY BRIEFING (3-5 DAYS PRIOR TO COC CEREMONY)**, the incoming Commander will brief the Brigade Commander on the results of the actual COC inventory, all shortage annexes updated, all sub-hand receipts signed down, all shortage cards dropped, review final version of philosophy of command, discuss initial transition activities activities schedule, and discuss reception plans. The incoming Commander will present a completed certification checklist (see Enclosure 1), Change of Command Inventory Outbrief (see Enclosure 1), and the inventory checklist (see Enclosure 2). After the briefing, the incoming commander will sign the property book and the change of command ceremony can be conducted. The standard for a change of command is "NO" reports of survey. The spending limit for the CoC reception is \$200 or less.
- g. **Conduct an After-Action Review (AAR)**: As a final AAR of the process, the Battalion Staff will conduct a BCI within sixty days after the assumption of command. Battalion Commander must formally request relief from this requirement due to MTA deployments.
- h. **Retrain until the Standard is Met**: A suspense date for correcting the BCI "Red Areas" will be established within 90 days of the inspection by the Battalion Commander.
3. All serving Company Commander's have 120 days to complete these requirements. Battalion Commanders will report the status of their program during the Monthly USR. All Brigade and Battalion staff officers will complete the program within six months of assignment to 1AD.
4. POC is the Brigade Executive Officer, (DSN) 343-7878/6404.

IRON SAPPERS!

Enclosure

1. Change of Command Inventory
2. Inventory Letter

//ORIGINAL SIGNED//  
JAMES D. SHUMWAY  
COL, EN  
Commanding

DISTRIBUTION:

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Enclosure 2 (Inventory Letter) to AETV-THQ Memorandum dated 1 November 2005

SUBJECT: Policy Memorandum 1-11-Company Commanders' Certification

MEMORANDUM FOR CDR, ENG BDE, 1AD, Unit 20911, APO AE 09169

SUBJECT: Change of Command Inventory Shortage Summary **(EXAMPLE)**

1. Listed below are the major end items that are short and the associated document number:

L91923	Machine Gun, 50cal	2 ea	DOC# 9213-0023
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2. During inventory, \$5,872 worth of durable, expendable, and class IX items were determined to be not on hand. The following table provides a breakdown of the shortages:

	ON ORDER* STATEMENT	REPORT OF OF CHARGES	TOTAL SURVEY
DURABLE	\$3,897	\$213	\$105
	\$4,215		
EXPENDABLE	\$1,536	\$96	\$0
	\$1632		
CLASS IX	\$0	\$25	\$0
	\$25		

\* An item listed on order means that the item was on order prior to the start of the inventory and is annotated on a shortage annex.

3. POC is the undersigned at (DSN) 343-9463.

***Iron Sappers!***

IM A. NEWBEE  
CPT, EN  
Incoming Commander